

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY 2020 Community Engagement Exchange Program

Funding Opportunity Number: SFOP0006676

The Office of Citizen Exchanges, Professional Fellows Division

The POGI guidelines apply specifically to the Notice of Funding Opportunity (NOFO) issued by the Professional Fellows Division, Office of Citizen Exchanges, in the Bureau of Educational and Cultural Affairs (ECA/PE/C/PF) for the FY 2020 Community Engagement Exchange (CEE) Program. Proposals must conform to the NOFO, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific Guidelines and the program information supplied in the accompanying NOFO, the NOFO is to be the dominant reference.

I. STATEMENT OF WORK

The Bureau of Educational and Cultural Affairs (ECA) expects to award a cooperative agreement for the administration of the FY 2020 Community Engagement Exchange Program. The CEE Program is a bold new global initiative to support passionate emerging community leaders, ages 20-27, from around the world working at the nexus of public, private, and non-profit sectors to address public concerns and improve the quality of community. CEE participants will undertake a two- to three-month U.S.-based civil society exchange program with working placements in public institutions, government offices, social incubators, businesses, or non-profit organizations, working with professional counterparts and seasoned civil society and community leaders on pre-defined substantive issues of mutual interest.

The FY 2020 CEE Program will provide opportunities for approximately 120 emerging civil society and community leaders from over 100 countries around the world to lead community-based efforts to address local challenges and support a civil society eco-system. The CEE Program will enable both foreign and U.S. participants to experience best practices and concrete models of collaborative leadership, community engagement and cohesion, civil discourse, and develop knowledge, skills, and experience to work across sectors to support engaged and inclusive communities. To support emerging civil society and community leaders, the CEE Program will include a robust leadership training component, service-learning element, and opportunities to transform ideas into actionable community projects. Community mentoring, civic education, and civil society activities, including innovative community initiatives, will complement the U.S.-based exchange and collaborative activities in the United States and overseas. The program will support approximately 40 American participants to work with CEE participants on community initiatives and civil society projects of mutual interest. Approximately 30 global leadership professionals, including alumni of U.S. government programs, will have opportunities to participate in the CEE Program working on innovative community activities in the United States and overseas.

As a global tool to support engaged and inclusive communities, the Community Engagement Exchange Program seeks to:

- 1) prepare the next generation of decision makers, thought leaders, and community activists, empowering participants to assume greater leadership roles in their institutions and communities and creating a pipeline of global leaders;
- 2) build capacity for civil society and civil society organizations by equipping participants with the knowledge, skills, experiences, and democratic principles necessary to be informed and active members of their communities;
- 3) strengthen participants' ability to lead collaboratively and ethically, while addressing issues of public concern; and,
- 4) develop a global network of diverse, multi-disciplinary civil society and community leaders that contribute to a global civil society eco-system and work together to develop multifaceted and innovative approaches to healthy and resilient communities.

In a cooperative agreement, the Department is substantially involved in program activities above and beyond routine monitoring. ECA anticipates working closely with the recipient organization to ensure that all aspects of the program model support the Community Engagement Exchange Program goals. These activities and the roles and responsibilities of the Department and your organization are outlined below.

A. Recipient Responsibilities

For the **overseas administration** of the CEE Program, the recipient organization should utilize the latest in technology and social media to:

1. Develop a global recruitment campaign that targets individuals meeting the eligibility criteria for the program, supports a merit-based open competition, and advances ECA's diversity goals;
2. Design, launch, and support a mobile or internet-based application tool that allows for robust data collection, including real-time updates on application numbers and progress reaching underserved populations and other diversity benchmarks;
3. Develop a transparent review process to evaluate applicants for the CEE Program that provides opportunities to involve Public Affairs Sections (PAS) at participating U.S. embassies or consulates in the selection process. The award recipient will work closely with ECA on the development of review criteria, strategies for reaching underserved populations, diversity benchmarks, and final selection of applicants;
4. Arrange English language interviews (virtual or in-person) for semi-finalists as part of the selection process;
5. Administer an Institutional TOEFL or an equivalent language-based assessment to evaluate semi-finalists' English language abilities;

6. Create a mobile or internet-based platform to assist finalists in preparing for their U.S.-based exchange program, answer questions on programmatic issues, including but not limited to leadership development and service-learning opportunities, professional practicums, program responsibilities and expectations, travel, accident and sickness benefits, housing, etc.; This platform should also provide resources and answer questions for U.S. Fellows, community mentors, or other leadership professionals traveling overseas to work on collaborative projects;
7. Conduct pre-departure orientations (virtual or in-person) for finalists before they depart their home countries;
8. Utilize the internet (web or cloud), mobile technology, social media, and other communication tools to facilitate communication between finalists and host organizations and communities prior to participants departing to the United States, including but not limited to communication about program and community resources, any pre-program leadership assignments, and leadership development activities;
9. Monitor U.S. Fellows and implementation of collaborative projects; and,
10. Design, launch, and support robust alumni programming and related civil society activities, including establishing hubs for leadership and innovative communities activities that support the goals of the CEE Program, expand program reach and impact, provide continued leadership and professional development opportunities, and motivate individuals to be more informed and engaged citizens.

For the **U.S. administration** of the CEE Program, the recipient organization should utilize the latest in technology and social media to:

1. Recruit U.S. public, private, and non-profit institutions and organizations to host CEE Fellows for a two-to three-month working practicum tailored to each participants' field and thematic area;
2. Create program guidelines and other relevant materials for U.S. host organizations. The recipient organization should host a virtual orientation for U.S. host institutions that clearly outlines hosting roles and responsibilities;
3. Design, launch, and support a mobile or internet-based platform to post resources and facilitate communication among hosting organizations and CEE Fellows. This platform will be expanded, in the second and third renewal cycle, to include the greater CEE network of alumni and past host organizations;
4. Develop and support concrete strategies to facilitate host engagement in, and support for, the CEE Program and related activities;
5. Create opportunities for CEE Fellows to develop professional affiliations in U.S. communities;
6. Conduct a comprehensive orientation in the United States for CEE Fellows prior to the start of their U.S.-based exchange program;
7. Develop and integrate a strong leadership and professional development component into all CEE Program activities;
8. Facilitate service-learning opportunities, professional enrichment activities, and a mentoring component for CEE Fellows that highlight and support the program goals, including value-based collaborative leadership, civic education, community engagement, civil discourse, inclusion, volunteerism and civic responsibility, cross-sector development, civic media, storytelling, and private-public partnerships;
9. Develop and integrate a health and wellness component into the CEE Program, including leadership development activities, that assist with cross-cultural adjustment, provide participants opportunities to practice resilience and self-care, and offers wellness models that CEE and U.S. Fellows can utilize

within their own organizations and communities;

10. Monitor CEE Fellows and the performance of hosting institutions for the duration of the U.S.-based exchange program;
11. Conduct an end-of-program workshop in Washington, D.C. for CEE Fellows and as possible, members of the U.S.-based host communities, following the completion of the U.S.-based practicums;
12. Promote and support community development projects in the CEE Fellows' home communities, following the U.S.-based practicum. Activities should include plans to expand and amplify collaborative projects with U.S. Fellows and other leadership professionals;
13. Arrange and cover the cost of all appropriate program-related travel for CEE and U.S. Fellows, other leadership professionals, and alumni participating in collaborative projects, including but not limited to transportation, lodging, and meals and incidental expenses;
14. Conduct pre-departure orientations (virtual or in-person) and end-of-program debriefs for American finalists before and after they travel overseas to work with CEE alumni and their communities;
15. Craft a comprehensive outreach and social media strategy that amplifies CEE goals, supports host engagement, and highlights participant and alumni achievements, collaborative projects, community activities, and civil society initiatives;
16. Evaluate the program and its impact on program participants, host organizations, host communities, and participants' communities;
17. Design, launch, and support robust alumni programming and related civil society activities within the United States that support the goals of the CEE Program, expand program reach and impact, provide continued leadership and professional development opportunities, and motivate individuals within hosting communities to be more informed and engaged citizens;
18. Manage financial aspects of the program including timely disbursement of participant stipends, housing allowances, etc. and promptly report any irregularities in the budget or spending to ECA;
19. Enroll participants in the Bureau's Accident and Sickness Program for Exchanges (ASPE) for the duration of the program, issue health benefits identifications cards, and provide instructions on submitting claim forms. More information on ASPE is available at www.usdos.sevencorners.com;
20. Issue DS-2019 forms for international participants and alternates. All international participants will travel on a U.S. government designation for the J-1 Visa Exchange Visitor program;
21. Participate in regular program reviews with ECA (in person or by telephone) that provide general updates on program implementation and matters of concern, including but not limited to a review of the effectiveness of past activities, progress on anticipated programmatic activities, and issues that may impede the implementation of planned programming;
22. Respond fully and promptly to requests for program or statistical information from ECA; and
23. Ensure compliance with the terms of the Cooperative Agreement with ECA, including but not limited to submitting timely financial and program reports and providing proper budget oversight.

B. U.S. Department of State Responsibilities

ECA's Office of Citizen Exchanges, Professional Fellows Division's responsibilities for the CEE program include participation in the design and direction of program implementation including recruitment and selection strategies, development of publicity and program materials, creation of internet-based components, planning and execution of U.S.-based and overseas programming, and development of alumni strategies and programming. ECA specific responsibilities for this program include:

1. Participate in the design and direction of all program activities. As needed, ECA will provide guidance in the execution of all program components;
2. Approve key personnel including leadership specialists, trainers, or coaches;
3. Approve program timelines and agendas;
4. Review and approve program publicity, outreach efforts, and other materials;
5. Approve the final selection of participants and host institutions;
6. Approve changes to participants' proposed community development field or project;
7. Assist with SEVIS-related and ASPE issues;
8. Approve decisions related to special circumstances or problems throughout the duration of the program and assist, as needed, with participant emergencies;
9. Liaise with relevant U.S. embassies and consulates and regional bureaus at the State Department regarding issues including, but not limited to, recruitment and selection, web-based publicity efforts, overseas programming for U.S. Fellows, and D.C.-based opening and closing events;
10. Work closely with the recipient organization to share program successes and publicize the program through various media outlets and ECA and posts' social media platforms; and
11. Monitor and evaluate the program as necessary, through site visits or debriefing sessions.

II. PROGRAM SPECIFIC GUIDELINES

A. Overview

The FY2020 CEE Program is a bold new global initiative that builds on past investments in and support for civic and community leaders by expanding the generational, geographic, and thematic reach of other U.S. government leadership programs and supporting the development of a civil society eco-system and a robust network of emerging civil society leaders. As the space for civil society and civil society leaders to operate safely shrinks around the world, there is a new urgency to attract, inspire, and invest in the next generation of community leaders. The CEE Program will provide leaders starting careers in the civil society sector with the tools, resources, and vision to lead resilient and engaged communities. The CEE Program connects passionate emerging community leaders around the world to share best practices, resources, and collaborate on issues of public concern that enhance the quality of community. As such, the program design should maximize the potential to impact communities both in the United States and around the world.

CEE Fellows from the 100 eligible countries will undertake a two- to three-month U.S.-based civil society exchange program with working placements in public institutions, government offices, social incubators, businesses, or non-profit organizations, working with professional counterparts and seasoned civil society and community leaders on pre-defined substantive issues of mutual interest. Building upon the U.S.-based practicum, selected U.S. Fellows on the CEE Program will be afforded opportunities to travel overseas to support collaborative projects, civil society initiatives, and build sustained mutually-beneficial partnerships between CEE alumni and their communities.

Practicum sites will provide real life models for CEE Fellows to practice leadership lessons, develop professional skills, identify creative approaches to community-based challenges, and develop concrete strategies

to transform ideas into action within their host and home communities. U.S.-based professional practicums should act as learning laboratories for CEE participants to apply leadership and management theory, observe innovative models and best practices in civic engagement, practice civil discourse, and explore how public, private, and non-profit sectors work together to advance the common good and build resilient engaged communities. The CEE Program should provide opportunities for CEE Fellows to observe varied aspects of American civil society and civic life and discuss issues of importance to host organizations and local U.S. communities. The CEE Program should provide resources to assist participants with the development and implementation of civil society projects in their home communities. The program should also include opportunities for CEE Fellows to meet American citizens from a variety of backgrounds and interact with peers. Finally, the program should support CEE Fellows' development as community leaders through public speaking opportunities, service-learning projects, and professional mentoring. Linking CEE and U.S. Fellows, program alumni of other relevant U.S. government program, host organizations, and mentors together, the CEE Program should endeavor to create a global network of engaged professionals and civic leaders committed to an inclusive vision of innovative problem solving, public engagement, and community-building.

The proposal should integrate CEE goals into all aspects of the program design and implementation. Proposed program models should endeavor to mirror program goals, inclusive community engagement principles, and leadership in its broadest sense. Every effort should be made to ensure that the administration and implementation of the program also provide models of effective leadership, inclusivity, and community engagement.

B. Selection of Participants

Utilizing the latest in technology including web interfaces, cloud applications, SMS technology, and social/new media platforms, the recipient organization will conduct a targeted global recruitment campaign to advertise the CEE Program within participating countries. Recruitment materials should be posted on appropriate media sites that appeal to emerging civil society and community leaders meeting the eligibility requirements. The recipient organization should work closely with ECA and Public Affairs Sections (PAS) of U.S. missions in participating countries to ensure that outreach efforts are appropriately tailored to the country or region and have the broadest possible reach.

It is anticipated that the participants' backgrounds will be varied and could include the sciences, social sciences, humanities, education, business, technology, media/communication, and other professional fields, but with a stated interest in or an emerging commitment to using broad-based community engagement and dialogue as the basis for confronting local challenges and addressing issues of public concern. Every effort should be made to attract as large and diverse an applicant pool as possible, including persons with disabilities, a balanced gender mix participants, participants who are from non-elite backgrounds, rural and urban sectors, etc.

Eligibility for CEE Fellows

Competition for the CEE Program is merit-based and open to emerging civil society and community leaders, ages 20-27, who meet the following criteria:

- Age 20-27 at the time of application;

- Currently living and working in his/her country at the time of application. Special consideration can be given to individuals living in another country who have refugee status and are working on behalf of his/her home community;
- Working on a community engagement initiative in his/her home country, either in a professional or volunteer capacity, with a demonstrated intent and vision to pursue a career working to support civil society or within the civil society sector;
- Submits a complete application, with all required documents, by the application deadline;
- Able to begin the CEE Program in the United States in 2021;
- Able to receive a U.S. J-1 visa;
- Committed to returning to his/her home country after completion of the program and implementing a community-based project; and,
- Proficient in spoken and written English at the time of application.

Individuals in the following circumstances are NOT eligible for the CEE Program:

- U.S. citizens and/or permanent residents of the United States;
- Individuals participating in academic, training, or research programs in the United States or other countries at the time of application;
- Individuals residing or working outside their home countries at the time of application unless the individual is a refugee or holds special refugee status and is working on behalf of their home country/community;
- Individuals who have participated in an exchange visitor program sponsored or funded by the U.S. government (e.g., U.S. Department of State, Public Affairs Sections of U.S. embassies, or other U.S. government agencies), who have not fulfilled their two-year home residency requirement by the time of application;
- Individuals who have applied for U.S. permanent residency in the past three years; and
- Other criteria to be determined in consultation with ECA.

Selection Process for Program Participants

After collecting and screening applications for completeness and eligibility, the recipient organization will identify a selection committee comprised of educators, community leaders, citizen advocates, policy makers, non-profit representatives, social entrepreneurs, and professionals/scholars with expertise in the applicants' designated fields to read and evaluate each application using a form and scoring matrix designed in consultation with ECA. Based on the written application evaluations, the recipient organization will invite a percentage of the applicants (approximately three candidates for every placement available) for virtual interviews. Interview teams should be comprised of at least one experienced U.S. community developer and one regional or thematic expert. Interviews will be conducted in English. Each panelist will complete an interview evaluation form designed by the recipient organization and approved by ECA. The panelists will rank order the candidates interviewed and make recommendations based on the anticipated number of CEE finalists and alternate candidates. The recipient organization will administer an Institutional TOEFL or comparable English-language proficiency exam to each semi-finalist who does not already possess a valid TOEFL score of 520 (or 213 on the Computer-Based Test) or higher.

The recipient organization will work closely with ECA and Public Affairs Sections (PAS) on all aspects of the selection process. PAS should be invited to read applications, participate in the interviews either virtually or in a designated location, and provide comments on semi-finalists. Based on the written applications, interviews, TOEFL scores, and PAS' comments, the recipient organization will select the CEE finalists and alternates, according to the number of participants designated by ECA. The recipient organization must review the list of finalists and alternates with ECA and then send PAS in participating countries a list of candidates nominated for the CEE Program for concurrence. After consulting with ECA and receiving approval, the recipient organization will inform *in writing* all finalists, alternate candidates, and rejected applicants of their status in the competition.

Recruitment and selection of candidates for the CEE program is the responsibility of the recipient organization, in collaboration with ECA. U.S. embassies in participating countries are unable to offer more than minimal support for these processes. It is required, however, that the recipient organization maintain ongoing communication with the PAS of the relevant embassies and coordinate PAS' involvement, as possible, during the recruitment, interview, selection, and pre-departure orientation phases of the program. At a minimum, the proposal should include concrete plans for maintaining a close working relationship with PAS throughout the entire program cycle, including but not limited to sharing a social media toolkit and other promotional materials, providing real-time updates on recruitment efforts and program achievements, and facilitating a meeting between PAS and the CEE alumni upon their return to their home countries.

C. Selection of U.S.-based Professional Practicums

The proposal must discuss how the recipient organization expects to recruit, select, and secure U.S. hosting organizations for the professional practicums. ECA encourages the selection of practicums that reflect the diversity of the American socio-economic and cultural landscape. Host institutions should be selected on the basis of their demonstrated track record of success in community initiatives, civil discourse, commitment to collaborative approaches to problem solving, organizational culture, ability to provide active mentoring and participant support, cost share, and capacity to engage the local community in support of the program. Participants can be placed in public institutions, government offices, social incubators, businesses, or non-profit organizations working with seasoned civil society and community leaders on substantive issues. Practicum sites should provide real life models for CEE Fellows that allow them to engage with local communities through service-learning projects or other opportunities, grow professionally, apply leadership lessons, and explore creative approaches to real world challenges. Every effort should be made to ensure that CEE Fellows are provided broad support, mentoring, and resources during their practicums to enable them to pursue successful civil society related careers in their home countries.

Professional practicums should be designed to facilitate a deeper understanding of the role community development and dialogue plays in U.S. political, social, economic, and social life, while at the same time providing tangible skills, models, and concepts for participants' own leadership and professional development. The U.S.-based exchange program, including the professional practicum, should include a mentoring component (in person, virtual, or blended) that complements the online leadership activities, discussions, and professional trainings administered by the award recipient. Practicums must be experiential in nature, reinforce and complement key learning objectives embedded in other parts of the CEE Program, and provide participants opportunities to engage in substantive organizational initiatives/projects as possible, given participant's

expertise. Placements should enable participants to experience firsthand the American tradition of participatory democracy, civic engagement, civil discourse, and inclusive grassroots approaches to solving community problems. The proposal should also include a strategy for ensuring that participants meet with a wide-cross section of individuals and have access to additional professional and leadership opportunities within the U.S. host community, in addition to those at their practicum site.

At a minimum, the proposal must outline the level of support that it will require of the U.S. organizations and institutions hosting CEE Fellows. Each CEE Fellow should have a responsible person at their practicum site responsible for: directing CEE Fellows' activities over the period of the U.S.-based exchange; providing Fellows with insight into organizational culture; assisting in identifying substantive projects that advance the organization's and Fellows' goals; providing relevant resources for a successful program; and offering active constructive feedback of the Fellows' work. Additionally, practicum sites should work to provide broad support across the organization in helping CEE Fellows grow professionally and identify opportunities for community engagement locally.

Proposals should also include plans for how U.S. hosts and host communities will help CEE Fellows adjust to their U.S. practicum site and arrange additional opportunities for civic engagement, volunteering, and identifying career-related resources in the civil society sector.

D. Pre-Departure Orientation

The award recipient should conduct virtual, in-person, or blended pre-departure orientations for both CEE and American finalists before they leave their home countries. The pre-departure orientation for CEE Fellows should be the entry point for participants' personal and professional leadership journey. Pre-departure orientations should: facilitate the safe passage of the CEE Fellows to the United States; clarify their understanding of the program's goals and regulations, including each participant's mandatory compliance with the J-1 visa two-year home residency requirement, review of the program's Terms and Conditions document; developed in partnership with ECA, and other topics that prepare CEE Fellows for the U.S. cultural and work environment. CEE Fellows must understand their obligation to maintain communication with the recipient organization throughout the duration of the program. In addition to preparing individuals for international travel and cross-cultural encounters, pre-departure orientations for U.S. Fellows should be designed to reinforce key program goals and ensure continued opportunities to collaborate, invest in local communities, and create a sustained blueprint for positive change.

The recipient organization should develop a Terms and Conditions document outlining program requirements, J-1 visa conditions, and other relevant program elements. CEE and U.S. Fellows must receive a copy of the CEE Terms and Conditions and sign the Terms and Conditions document prior to their international travel.

E. U.S.-Based Orientation

In addition to a comprehensive introduction to the program design, goals, and activities, the program orientation for CEE Fellows should contain the following components:

- Broad introduction to democratic institutions and human rights, the role of civil society and discourse in America, and innovations in expanding public spaces, community engagement, and civil discourse,
- Overview of problems and challenges facing American society in the 21st Century;
- Introduction to personal leadership and professional development;
- Discussion of civic education and its role in promoting democratic values;
- Team building activities that model civil dialogue and community engagement;
- Activities that introduce and model how technology can be used to engage citizens on complex issues, including but not limited to civic media and storytelling;
- Activities that promote the health and well-being of the participant;
- Discussion of ethical leadership and public good; and,
- Financial management issues, with a discussion of U.S. income tax obligations.

The U.S.-based orientation program should also address the CEE themes of: 1.) Civic Dialogue and Peace Building; 2.) Open and Participatory Government; 3.) Women and Gender Issues; 4.) Resilience and Sustainable Development; and 5.) Youth Engagement. Proposals should exercise creativity in designing a U.S.-based orientation program for participants and U.S. hosts that is interactive, supports peer learning, and incorporates local community resources and activities into the program design.

F. Leadership Development and Enhancement Activities

Strong emphasis should be placed on helping CEE and U.S. Fellows devise concrete strategies to turn ideas into actions that address issues of public concern. Enhancement activities should focus on helping Fellows create a blueprint for positive change that elevates voices in their communities, increases civic engagement, promotes active dialogue, supports collaborative and ethical leadership, and enhances technical expertise, as well as works across the non-profit, public, and private sectors for community good.

Professional development activities (virtual or otherwise) should be an integral part of the program and directly complement the U.S.-based exchange program, collaborative projects, and other follow-on elements of the program. Professional development enhancements should consist of a blend of carefully integrated activities that might include service-learning projects, civic education workshops, thematically-focused panel presentations, seminar discussions, individual and group activities, and/or independent readings. All activities should place a strong emphasis on the use of analytic tools, communication and leadership skills, and personal development. CEE Fellows should be exposed to a variety of civic leaders, community advocates, and policy experts representing diverse backgrounds, viewpoints, and occupations on the topics and issues to be explored. The proposal should also provide a description of how materials and activities will be tailored to a variety of learning styles to maximize learning outcomes for participants, with special attention paid to incorporating experiential learning into the CEE Program design.

Technology should be a cornerstone for all program activities with special attention given to how new media can support digital citizens and engaged communities. Technology, defined in its broadest sense, should be utilized to strengthen core learning objectives, create a platform for substantive dialogue on addressing community-based issues, and allow a robust repository for resources and best practices. The recipient

organization should develop an integrated, comprehensive, and collaborative approach to cultivating the next generation of leaders able and ready to use a wide range of tools and approaches to address issues of public concern in their communities through inclusive and participatory practices. Proposals should address how online leadership and professional components will be incorporated into the overall program design.

Online, blended, and in-person leadership and professional development elements should be tied to the professional practicum, enhanced through online and in-person discussions, and reinforced through other program activities. The leadership activities should include opportunities for reflection and introspection. Workshops and other leadership development offerings should be creative, highly interactive, and team oriented in ways that reinforce CEE goals, model leadership principles, and build a healthy engaged network of community leaders. Leadership and enhancement activities should require input and contributions from all participants and provide participants with enhanced leadership skills. Special attention should be paid to providing models and best practices in civic education, community cohesion, dialogue, storytelling, collaborative leadership, and ethical practices in promoting inclusive, informed, and engaged communities. The recipient organization may recruit leadership specialists, qualified instructors, and workshop facilitators for these sessions from outside their organization.

The proposal should include tentative dates for online activities and possible session topics. Special attention should be given to how the online leadership training will further CEE Fellows' understanding of, and encourage dialogue around the issue of, leadership, civic engagement, civil discourse, social challenges, community building, and collaborative approaches to problem solving. The online leadership component should also support CEE and U.S. Fellows after the completion of their programs and include plans for providing continued leadership and professional growth opportunities for program alumni.

G. Mentoring

Mentoring relationships are essential elements in supporting young professionals and emerging civil society and community leaders. CEE mentors will provide needed professional insights, connections, networks, and feedback to the program's emerging leaders. Mentors should also be role models able and willing to share expertise, experience, and inspire individuals to remain active in the civil society arena. Mentors must be selected from across all five CEE thematic areas, represent a diversity of backgrounds and experiences, and demonstrate a commitment to collaborative leadership and/or community building. Proposals should describe how and from where mentors will be selected, detail the strategy for facilitating mentoring relationships, and how the mentoring component will be used to complement other professional and leadership activities. It is envisioned that the mentors will provide ongoing support for CEE and U.S. Fellows throughout the life-cycle of the exchange. The mentoring component should include a robust training for selected mentors, provide clear guidelines and resources for mentoring relationships, and ensure that mentoring activities model best practices in leadership and management principles.

H. End of Program Workshop

At the end of the CEE Program, a closing workshop will be held in Washington, D.C. to highlight key learning objectives, support plans for community-based projects, showcase Fellows' achievements, engage with local civil society organizations, and provide opportunities for CEE Fellows and host colleagues to learn more about

international efforts to promote civil society, resilient communities, and human rights. The recipient organization will work closely with ECA to coordinate this event. The recipient organization will be responsible for setting up meetings in the Washington, D.C. area and providing transportation, lodging, per diem, working lunches, a reception, and covering miscellaneous expenses for all CEE Fellows for a minimum of two to three days. As appropriate, ECA will be responsible for arranging meetings with key stakeholders at the U.S. Department of State.

The proposal should discuss the goals and objectives of the End of Program Workshop, and propose possible workshop themes and creative ways to facilitate the exchange of ideas between CEE Fellows, host organizations, and other invited professionals from the Washington community. Special attention should be given to an examination of how the End of Program Workshop will assist CEE Fellows to translate their U.S. experience into concrete tangible activities in their home communities.

I. Program Monitoring

It is critical that the recipient organization measure CEE Fellows' progress in achieving program goals and objectives while they are at their U.S. hosting organization (e.g., through surveys, interviews, work plans, email, etc.) and after they return home. The proposal should cite the intended frequency of communication with the participants, mentors, and representatives of the U.S. organizations, as well as outline performance goals or benchmarks for the participants' time in the United States. The proposal should also include a plan for monitoring U.S. Fellows while they are working on collaborative projects with the CEE Fellows and alumni. The proposal should also discuss how the quality of the participants' experience, both in the United States and overseas, will be evaluated.

J. Program Measurement and Evaluation

The proposal must include a plan to monitor and evaluate the success of the program as the activities unfold, at the end of the program, and once the participants return to their home communities. The recipient organization should develop a set of outcomes that can be tied to the CEE goals and address plans to administer a pre- and post-program survey to the CEE and U.S. Fellows. ECA requests that the proposal provide a description of the methodology linking outcomes to program objectives with a special emphasis on leadership development and network creation. These evaluation tools should complement ECA's evaluation efforts, not duplicate them. ECA expects that the recipient organization will track participants and partners and be able to respond to evaluation indicators that include the effectiveness of the program model and core components in meeting stated goals and objectives, learning and changes in behavior as a result of the program, delivery of the online leadership platform, support for civil society eco-systems, cultivation of new civil society leaders, and the effects of the program on institutions (institutions in which participants work in their home countries and host institutions in the United States). The evaluation plan should include indicators that measure gains in mutual understanding, substantive knowledge, and the program's impact on communities in the United States and overseas.

K. Community Engagement Projects

CEE projects should contribute to the CEE program's goal of creating a global network of diverse, multi-

disciplinary professionals and civic leaders committed to addressing issues of public concern and building inclusive engaged communities. The proposal should provide concrete approaches to encourage and support community-based projects between CEE and U.S. Fellows and U.S. hosts, as well as with the broader CEE community, including but not limited to alumni of relevant U.S. government programs and international stakeholders. The proposals should exercise creativity in the conceptualization of the community-based action plans and support for CEE goals both overseas and in the United States. Follow-on projects should encourage the continued sharing of ideas and resources and describe how travel by U.S. Fellows, and other global leadership professionals, to work on collaborative projects will contribute to the development of a civil society eco-system and the cultivation of future civil society leaders. Proposals should outline plans to ensure ongoing support for continued collaboration between CEE and U.S. Fellows, CEE alumni, and U.S. host organizations. The proposal should also include plans for using technology, including social media, to support and amplify collaborative follow-on projects.

L. Alumni Programming

Alumni activities should encourage program “ownership” by CEE alumni, provide alumni with leadership opportunities, and support a continued commitment to keep alumni in civil society fields, encourage the development of a sustainable network, and promote the alumni as global thought leaders and influencers. Where possible, all alumni programming should be conducted through private-public partnerships, including partnerships involving organizations that directly support ECA and CEE goals. Alumni programming must include both U.S. and foreign participants. While not a requirement, proposals are strongly encouraged to utilize existing networks of alumni from relevant U.S. government programs to leverage resources and expand impact in local communities.

The proposal must include a defined strategy for alumni engagement that reflects program goals, allows for continued leadership development and professional growth, expands the program’s impact and reach within participating countries, and works to build the capacity of civil society leaders and organizations, cultivates future leaders, and addresses pressing issues of public concern. Additionally, proposals should exercise maximum creativity in developing alumni programming that supports a civil society eco-system, provides activities in communities around the world that empowers citizens, elevates voices, builds connections, cultivates opportunities, supports learning and partnership, and prepares the next generation of civil society and community leaders.

The alumni programming should develop pilot innovative community-based programming and “innovation hubs” that connect alumni (virtually, blended, or in-person) allowing them to work collaboratively on projects of mutual interest. The innovation hubs must provide mentoring, peer support and learning, ensure continued access to resources, and provide maximum outreach in surrounding communities.

The proposal must include: 1) an outline of any proposed international or U.S.-based follow-on or alumni activities; 2) a plan for how the recipient’s alumni activities will be coordinated with activities being taken by individual alumni of the program; 3) strategies to grow and connect individual program cohorts to the larger CEE alumni community; 4) a detailed plan for how the global leadership professionals will support community activities; and 5) a plan for how sustainable linkages within the alumni community will be encouraged. The proposal must also include a discussion of how CEE alumni programming might be coordinated with, and

integrated into, existing ECA initiatives, both domestically and overseas.

The proposal should also demonstrate how the recipient organization will creatively utilize technology and/or online networking sites to engage with program participants before, during, and after their international exchange. The proposal should include innovative and meaningful ways to encourage CEE and U.S. Fellows to use online and social media to highlight their exchange experience, tell their leadership story, and share post-leadership activities with ECA and appropriate professional communities.

M. Participant Tracking and Database Management

The tracking of program participants, hosts, and alumni is crucial to evaluating program goals, highlighting successes, and adjusting program components in real-time. The proposal must provide a clear plan for participant tracking and database management and providing data points to ECA and PAS in participating countries. All statistical information gathered and compiled by the recipient organization should be transferable to the database maintained at ECA. The recipient organization may be asked to provide regular data submissions, via electronic upload or data transfer, to an ECA database, or to enter data directly into an ECA provided spreadsheet and/or platform. Data fields should include, but are not limited to the following: first name; middle name; last name; gender; date of birth; country of citizenship; country of residence; participant type; field of study/research topic; home/host institution or affiliation; program category; fiscal and calendar year of participation; and U.S. state where the practicum takes place. The recipient organization will be expected to meet all statistical requirements including the submission of all grantee data for the Bureau's annual statistical report. Please refer to ECA's General Policy Guidance on Alumni Outreach/Follow-on and Engagement in the PSI for additional details.

PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)

Prior to submitting applications through Grants.gov, please ensure you meet all Grants.gov system and software requirements, including Adobe software compatibility. You can verify if your version of Adobe software is compatible with Grants.gov, by visiting <https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>.

- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items. All documents should be appropriately and clearly titled.

Online Forms

- SF-424, “Application for Federal Assistance”
- SF-424A, Budget Information – Non-Construction Programs
- SF-424B, “Assurances – Non-Construction Programs,” (only required for organizations if its representations and certifications have not been completed in the System for Award Management (SAM.gov). If an organization is exempt from registering in SAM.gov, then it would still need to provide the form as part of its application.)
- Include other attachments, if applicable, such as the Negotiated Indirect Cost Rate Agreement (NICRA), form 990 Return of Organization Exempt From Income Tax, SF-LLL Disclosure of Lobbying Activities (only required for organizations that engage in lobbying activities), etc.

Program Narrative

Executive Summary (One page)

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and end dates of the program
3. Proposed themes and sub-themes, if applicable
5. Funding level requested from the Bureau, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number and description of participants
 - b. Wider audience anticipated benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - e. Anticipated results (short and long-term)

Narrative

In 20 double-spaced, single-sided pages, provide a detailed description of the proposed CEE Program model addressing the areas listed below.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations
3. Program Activities that address all core components outlined in the Program Specific Guidelines above
4. Diversity
5. Program Evaluation
6. Follow-on Activities
7. Project Management Plan
8. Workplan

Additional Information to be Submitted:

Program Materials

While not a requirement, materials that advance the reviewer's understanding of the program design and implementation can be included in the proposal submission.

Supplementary materials, if included, should be kept to a minimum, tailored to the CEE Program, and labeled clearly and concisely, such as "RESUMES" or "SELECTION MATERIALS." These could include:

1. Draft agendas of enhancement activities and professional workshops, conferences, and seminars including pre-departure, orientation, and final conference activities
2. Outline of proposed leadership activities
3. Draft application and recruitment materials
4. Draft selection and interview materials
5. Outline of proposed alumni programming
6. Sample evaluation and survey instruments
7. Timeline for program implementation
8. Program promotional materials or social media toolkit(s)
9. Outline of follow-on and collaboration activities
10. Letters of endorsement
11. Resumes of program staff. No resume should exceed two pages.
12. First Time Applicant Attachments, if applicable.

Detailed Budget. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds. A list of program costs that are eligible for funding consideration are listed below:

Travel. Please note that all international air travel must be in compliance with the Fly America Act. Visas for non-U.S. Leaders are provided by the U.S. Department of State and should not be included in the budget. Given the requirements associated with obtaining J-1 visas for ECA-supported participants, applicants should include costs for any travel associated with procuring visas, including travel for interviews, delivering or picking up passports, etc. A return travel allowance of \$70 for each foreign participant may be included in the budget. The allowance may be used for incidental expenses incurred during international travel.

Per Diem. For U.S.-based programming, organizations should use the published Federal per diem rates for individual U.S. cities. Domestic per diem rates may be accessed at: <http://www.gsa.gov/portal/category/21287>. ECA requests applicants to budget realistic costs that reflect the local economy and do not exceed Federal per diem rates. Foreign per diem rates can be accessed at: https://aoprals.state.gov/web920/per_diem.asp

Book and Cultural Allowance. Foreign participants are entitled to a one-time

cultural allowance of \$150 per person, plus a book allowance of \$60. U.S. program staff members are not eligible to receive these benefits.

Consultants. Consultants may be used to provide specialized expertise or to make presentations. Honoraria rates should not exceed \$250 per session. Subcontracting organizations may also be employed, in which case the written agreement between the prospective grantee and subcontractor should be included in the proposal. Subawards should detail the division of responsibilities and proposed costs, and subcontracts should be itemized in the budget. Contractors/contracting organizations may also be employed, in which case the written agreement between recipient organization and the contractors/contracting organizations should be included in the proposal.

Room Rental. Room rental may not exceed \$250 per day per conference room or per activity.

Materials Development. Proposal may contain costs to purchase, develop, and translate materials for participants.

Supplies. Proposals may contain costs to purchase equipment for programming such as computers and fax machines. Costs for furniture are not allowed. Supply costs for the purchase of equipment must be kept to a minimum.

Working Meals. No more than two working meals may be provided for each program component. At least one working meal should be budgeted for the D.C. End of Program Workshop. The cost per person should not exceed \$45 for the working meal. No charges may be made against U.S. government funds for alcoholic beverages. The number of invited guests should not exceed the number of funded program participants by more than a factor of two (i.e., no more than twenty invited guests for a working meal involving ten funded program participants).

Health Insurance. Participants will be covered under the terms of a U.S. Department of State-sponsored Accident and Sickness Program for Exchanges (ASPE). The premium is paid by the U.S. Department of State directly to the insurance company. An additional line item for supplemental health insurance may be included for hosting organizations requiring specialized insurance coverage. Applicants are permitted to include costs for travel insurance for participants in the budget.

Reasonable Accommodations. Organizations should budget for the reasonable accommodations of individuals with disabilities. Proposals may allocate up to 5 - 7% of the total requested ECA award funds for this purpose and reflect plans to make the necessary program modifications, or modifications to participant

numbers, in the event that participants need reasonable accommodation.

Wire Transfer Fees. When necessary, applicants may include costs to transfer funds to partner organizations overseas. Applicants are urged to research applicable taxes that may be imposed on these transfers by host governments.

Alumni Activities. Reasonable costs related to alumni programming for both U.S. and foreign participants may be included. The proposal must include an outline of any proposed follow-on activities. Special attention should be paid to alumni programming that maximizes impact, expands reach, and supports emerging civil society and community leaders. As such, funding can support the inclusion of non-alumni and community members in alumni programming. Proposals should demonstrate how the recipient organization will creatively utilize technology and online networking sites to enhance and amplify alumni programming. Organizations can propose small grants or other opportunities for leaders that expands their work, supports civil society, and creates leadership pipelines.

Database Management. Reasonable costs for the purchase or development of a database management system to track applicant, participant, host organization, and alumni data may be included.

Administrative Costs. Costs necessary for the effective administration of the program may include salaries for recipient organization employees, benefits, and other direct and indirect costs per detailed instructions in the PSI. Proposals should show strong administrative cost sharing contributions from the applicant, the in-country partner, and other sources.

Please refer to the PSI for complete budget guidelines and formatting instructions.

APPLICATION SUBMISSION

The FY2020 Community Engagement Exchange Program NOFO indicates the date the complete proposal is due and the manner in which proposals must be submitted. **There are NO EXCEPTIONS to this deadline.** For further information regarding this program or the solicitation process, contact Linnéa E. Allison, U.S. Department of State, Office of Citizen Exchanges Professional Division (ECA/PE/C/PF) at (202) 632-6060 or allisonle@state.gov.